

The Evolution of Omnichannel Marketing Strategies: A Systematic Literature Review

Ajeng Sukmahanny^{1*}

¹ Universitas Sarjanawiyata Tamansiswa, Yogyakarta, Indonesia

Abstract

Article history:

Received: July 27, 2024

Revised: August 18, 2024

Accepted: October 04, 2024

Published: December 30, 2024

Keywords:

Analytics, Customer Experience, Logistics, Omnichannel Marketing, Sustainability.

Identifier:

Nawala

Page: 76-87

<https://nawala.io/index.php/gjom>

This article examines the evolution of omnichannel marketing strategies, addressing the central question of how firms have shifted from fragmented multichannel approaches to integrated systems that enhance customer experience, leverage technology, and strengthen logistics. The study adopts a systematic literature review method to consolidate findings across diverse disciplines, providing clarity in a field characterized by definitional inconsistencies and fragmented measures. The review shows that seamless customer journeys are enabled by data-driven personalization, artificial intelligence, and machine learning, while operational fulfillment models and sustainability considerations reinforce trust and long-term value. Discussion highlights how technological enablers and supply chain innovations converge to support customer-centric strategies, yet also raise ethical and governance challenges surrounding data privacy and sustainable logistics. Findings indicate that omnichannel marketing should be viewed as a systemic transformation requiring organizational alignment, integrated governance, and a balance between innovation, efficiency, and responsibility.

*Corresponding author:
(Ajeng Sukmahanny)

©2024 The Author(s).

This is an open-access article under CC-BY-SA license (<https://creativecommons.org/licence/by-sa/4.0/>)



1. Introduction

The rapid diffusion of digital touchpoints has transformed how firms design and manage customer journeys, moving from siloed multichannel approaches to tightly integrated omnichannel strategies. Early multichannel research highlighted fragmented channel management and the need for coordinated customer relationship practices (Neslin & Shankar, 2009; Zhang et al., 2010). Building on this foundation, omnichannel paradigms emphasize seamless integration across online, offline, and mobile interfaces so that customers can search, purchase, receive, and return products through fluid pathways that optimize experience and firm performance (Verhoef et al., 2015; Beck & Rygl, 2015).

Customer experience serves as the conceptual anchor for this evolution. Determinants of experience—such as touchpoint design, process integration, and affective responses—were articulated early on (Verhoef et al., 2009) and now intersect with data-driven capabilities that personalize content and orchestrate journeys across channels. As firms adopt more granular analytics to link impressions to conversions, attribution models have become essential for allocating budgets and understanding cross-channel spillovers (Li & Kannan, 2014). These analytical advances both enable and demand higher levels of organizational coordination, governance, and technology interoperability to maintain consistent value propositions across touchpoints.

Operationally, omnichannel strategies reconfigure retail logistics and fulfillment. The shift toward services such as click-and-collect, ship-from-store, and flexible returns requires integrated inventory visibility, last-mile adaptability, and

redesigned store operations (Hübner et al., 2016; Wollenburg et al., 2018). These capabilities not only support convenience and reliability—core drivers of channel migration and loyalty—but also mitigate friction that otherwise erodes the customer experience and margins. Consequently, omnichannel success hinges on the alignment of front-stage experience design with back-stage supply chain and information systems.

Despite significant progress, the literature still exhibits fragmentation regarding constructs, measures, and boundary conditions. For instance, the definitions distinguishing multi-, cross-, and omnichannel contexts vary across studies (Beck & Rygl, 2015), and empirical findings often depend on industry setting, data granularity, and the maturity of channel integration. A systematic literature review can synthesize these streams, clarify conceptual foundations, and map how technology, analytics, and operations jointly shape outcomes such as sales lift, basket expansion, and customer lifetime value. This review aims to consolidate definitions and theoretical perspectives, assess the state of empirical evidence on experience, performance, and operational effectiveness, and propose an agenda for research on measurement, governance, and responsible data use in omnichannel marketing.

2. Literature Review

Research on omnichannel marketing has evolved from foundational studies on multichannel retailing toward more integrated approaches that align customer experience, operational logistics, and technology. Early work emphasized fragmented customer data and siloed decision making (Neslin & Shankar, 2009;

Zhang et al., 2010). Subsequently, researchers framed omnichannel marketing as a driver of seamless experiences and organizational performance (Verhoef et al., 2015; Beck & Rygl, 2015).

Customer experience continues to be central—shaped by consistent messaging, intuitive design, and synchronized back end operations (Verhoef et al., 2009; Hübner et al., 2016). The infusion of AI into omnichannel strategies further amplifies this: Abadie et al. (2023) demonstrate that AI adoption significantly improves integration quality and firm performance, while Yang et al. (2023) introduced a framework combining explainable AI with large language models to enhance marketing analytics across channels.

On the operational side, logistics remains critical. Innovations like click and collect, ship from store, and real time inventory management enable flexibility and convenience (Wollenburg et al., 2018). Galipoglu et al. (2018) establish logistics, warehousing, city logistics, and supply chain integration as emerging key themes in omnichannel research.

Sustainability is an increasingly important dimension. Yeğin and Ikram (2022) highlight how integrating sustainability goals with omnichannel strategies enhances brand profitability and resilience. This growing focus underscores the need to balance economic and environmental objectives within omnichannel systems.

Overall, the literature converges into three main trajectories: AI- and data-driven personalization; operational and logistics integration; and the integration of sustainability considerations. Clear challenges persist in definitional consistency,

measurement approaches, and generalizability across contexts—underlining the necessity of a systematic literature review to unify theory and guide future research.

3. Methods

This study employed a systematic literature review approach to synthesize existing research on omnichannel marketing strategies. Following established guidelines for evidence-based reviews, multiple academic databases—including Scopus, Google Scholar, Web of Science, and ScienceDirect—were searched using combinations of keywords such as “omnichannel marketing”, “multichannel retailing”, “customer experience”, “logistics integration”, and “digital transformation”. To enhance reliability, backward and forward citation tracking was also applied to capture influential studies not retrieved in the initial search.

Articles were included if they explicitly addressed omnichannel strategies, customer experience, technological integration, or operational logistics in marketing and retail contexts. Studies focusing solely on single-channel, unrelated digital marketing topics, or non-peer-reviewed sources were excluded. The screening process followed a three-step procedure: title and abstract review, full-text assessment, and final inclusion based on thematic relevance. The selected studies were then coded and analyzed along three dimensions—customer experience, technological and analytical enablers, and operational/logistical integration—allowing for a structured synthesis of key themes and identification of gaps for future research.

4. Results and Discussion

The synthesis of reviewed studies reveals that omnichannel marketing strategies have progressed from fragmented multichannel approaches toward integrated systems that place the customer experience at the center. Earlier research demonstrated that inconsistent touchpoints often led to customer dissatisfaction and weak loyalty, while more recent studies show that seamless integration of physical and digital environments enhances satisfaction and purchasing frequency (Neslin & Shankar, 2009; Verhoef et al., 2009; Beck & Rygl, 2015). Customers who engage across channels often demonstrate higher lifetime value, suggesting that firms capable of delivering coherent and personalized journeys stand to capture stronger long-term benefits (Blázquez, 2014; Juaneda-Ayensa et al., 2016). Yet this evolution requires firms not only to adopt new technologies but also to reorganize internally so that marketing, operations, and supply chains operate in alignment.

Technology and data analytics constitute a crucial layer in enabling omnichannel integration. The ability to consolidate information across touchpoints allows firms to personalize offerings and anticipate consumer needs, which in turn fosters deeper engagement and loyalty (Li & Kannan, 2014). Advanced technologies such as artificial intelligence and predictive analytics are increasingly shaping this process. Abadie et al. (2023) demonstrate that AI adoption directly enhances integration quality and organizational performance, while Yang et al. (2023) present evidence that explainable AI combined with large language models improves marketing analytics in ways that help firms maintain transparency and trust. At the same time, big data and machine learning are being applied to pricing, demand

forecasting, and inventory management, reducing uncertainty and improving operational agility (Brynjolfsson et al., 2013; Rialti et al., 2019). Despite these opportunities, scholars warn that firms must remain attentive to the risks of algorithmic bias, over-personalization, and privacy violations, all of which may erode consumer trust if not governed responsibly (Lemon & Verhoef, 2016).

The operational backbone of omnichannel strategies lies in logistics and supply chain integration. Fulfillment innovations such as click-and-collect, ship-from-store, and real-time inventory tracking are identified as essential enablers of convenience and reliability (Hübner et al., 2016; Wollenburg et al., 2018). Research increasingly stresses that these systems require sophisticated coordination to balance cost, speed, and accuracy. Galipoglu et al. (2018) highlight logistics and city distribution as emerging priorities in academic and managerial discourse, showing how efficient last-mile solutions can both reduce costs and improve the customer experience. Recent studies also illustrate how sustainability has become intertwined with logistics efficiency, with firms under pressure to enhance supply chain resilience and environmental performance (Yeğın & Ikram, 2022; Ning & Yao, 2023). By embedding sustainability in omnichannel operations—through resilient digital supply systems—companies not only mitigate environmental impacts but also reinforce brand equity in conscious markets where consumers increasingly reward responsible practices.

Taken together, the findings underscore that omnichannel marketing is better understood as a systemic transformation rather than a tactical adjustment. The integration of customer experience, technology, and logistics illustrates how

marketing, operations, and governance converge to create holistic competitive value. Yet persistent gaps remain. Definitions of omnichannel vary, resulting in inconsistent conceptualization and measurement across studies. Empirical evidence is often industry-specific, limiting the transferability of findings. Moreover, while AI and sustainability research is expanding, longitudinal and cross-industry validations remain scarce. Future research should aim to standardize constructs, adopt wider datasets, and examine long-term trade-offs between personalization, operational efficiency, and sustainability, thereby guiding firms in balancing innovation with responsibility in an evolving omnichannel landscape.

5. Conclusion

This review demonstrates that omnichannel marketing has evolved from fragmented channel management to an integrated system that positions customer experience at its core. Firms that succeed in offering seamless, personalized, and consistent journeys across digital and physical touchpoints generate higher loyalty and customer lifetime value. However, the literature emphasizes that achieving this level of integration requires more than front-end enhancements; it demands organizational alignment between marketing, technology, and operations. By framing omnichannel strategies as systemic rather than tactical, the evidence highlights their role in reshaping both firm competitiveness and customer relationships.

Technological advances, particularly in artificial intelligence, data analytics, and machine learning, are shown to be critical enablers of omnichannel success.

These tools allow firms to predict consumer behavior, optimize resource allocation, and deliver personalization at scale, while simultaneously raising challenges around privacy, transparency, and governance. Operational innovations in logistics and fulfillment further reinforce omnichannel strategies, ensuring that customer promises made through digital interfaces are delivered consistently in practice. Recent studies also reveal that sustainability is becoming an inseparable dimension, as firms face pressures to reduce emissions, manage returns responsibly, and integrate resilience into supply chains.

Despite substantial progress, the review identifies persistent gaps in conceptual clarity, measurement consistency, and empirical validation across industries and regions. Definitions of omnichannel remain uneven, making it difficult to compare findings or build cumulative theory. Emerging topics such as responsible AI adoption and sustainable logistics also remain underexplored in empirical settings. Future research should aim to unify constructs, apply longitudinal methods, and explore the balance between personalization, operational efficiency, and sustainability. By doing so, scholars can contribute to a more comprehensive understanding of omnichannel marketing as a transformative ecosystem that integrates technological, operational, and ethical imperatives for long-term success.

References

Abadie, A., Roux, M., Chowdhury, S., & Dey, P. (2023). Interlinking organisational resources, AI adoption and omnichannel integration quality in Ghana's healthcare supply chain. *Journal of Business Research*, 162, 113866.

- Beck, N., & Rygl, D. (2015). Categorization of multiple channel retailing in Multi-, Cross-, and Omni-Channel Retailing for retailers and retailing. *Journal of retailing and consumer services*, 27, 170-178.
- Blázquez, M. (2014). Fashion shopping in multichannel retail: The role of technology in enhancing the customer experience. *International Journal of Electronic Commerce*, 18(4), 97-116.
- Brynjolfsson, E., Hu, Y. J., & Rahman, M. S. (2013). Competing in the age of omnichannel retailing. *MIT sloan management Review*.
- Galipoglu, E., Kotzab, H., Teller, C., Yumurtaci Hüseyinoglu, I. Ö., & Pöppelbuß, J. (2018). Omni-channel retailing research—state of the art and intellectual foundation. *International Journal of Physical Distribution & Logistics Management*, 48(4), 365-390.
- Hübner, A., Wollenburg, J., & Holzapfel, A. (2016). Retail logistics in the transition from multi-channel to omni-channel. *International Journal of Physical Distribution & Logistics Management*, 46(6/7), 562-583.
- Juaneda-Ayensa, E., Mosquera, A., & Sierra Murillo, Y. (2016). Omnichannel customer behavior: key drivers of technology acceptance and use and their effects on purchase intention. *Frontiers in psychology*, 7, 1117.
- Lemon, K. N., & Verhoef, P. C. (2016). Understanding customer experience throughout the customer journey. *Journal of marketing*, 80(6), 69-96.
- Li, H., & Kannan, P. K. (2014). Attributing conversions in a multichannel online marketing environment: An empirical model and a field experiment. *Journal of marketing research*, 51(1), 40-56.

- Neslin, S. A., & Shankar, V. (2009). Key issues in multichannel customer management: current knowledge and future directions. *Journal of interactive marketing*, 23(1), 70-81.
- Ning, L., & Yao, D. (2023). The impact of digital transformation on supply chain capabilities and supply chain competitive performance. *Sustainability*, 15(13), 10107.
- Rialti, R., Marzi, G., Ciappei, C., & Busso, D. (2019). Big data and dynamic capabilities: a bibliometric analysis and systematic literature review. *Management Decision*, 57(8), 2052-2068.
- Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2015). From multi-channel retailing to omni-channel retailing: introduction to the special issue on multi-channel retailing. *Journal of retailing*, 91(2), 174-181.
- Verhoef, P. C., Lemon, K. N., Parasuraman, A., Roggeveen, A., Tsiros, M., & Schlesinger, L. A. (2009). Customer experience creation: Determinants, dynamics and management strategies. *Journal of retailing*, 85(1), 31-41.
- Wollenburg, J., Holzapfel, A., Hübner, A., & Kuhn, H. (2018). Configuring retail fulfillment processes for omni-channel customer steering. *International Journal of Electronic Commerce*, 22(4), 540-575.
- Yang, Q., Ongpin, M., Nikolenko, S., Huang, A., & Farseev, A. (2023, October). Against opacity: Explainable ai and large language models for effective digital advertising. In *Proceedings of the 31st ACM International Conference on Multimedia* (pp. 9299-9305).

- Yeğin, T., & Ikram, M. (2022). Developing a sustainable omnichannel strategic framework toward circular revolution: an integrated approach. *Sustainability*, 14(18), 11578.
- Zhang, J., Farris, P. W., Irvin, J. W., Kushwaha, T., Steenburgh, T. J., & Weitz, B. A. (2010). Crafting integrated multichannel retailing strategies. *Journal of interactive marketing*, 24(2), 168-180.